

**Accounting**  
**Course Number: 29:010:204**  
**Course Title: Introduction to Managerial Accounting**

## **COURSE DESCRIPTION**

This course is designed to help you to understand how to organize, analyze, and interpret managerial accounting information. We will discuss the concepts and procedures used to accumulate, process, and disseminate internal production information. In addition, we will examine the managerial implications of this information for planning, monitoring, and evaluation, as well as the relationship between a firm's accounting information system and its strategic choices.

This course combines theoretical and practical managerial accounting issues. Each class will include lecture and discussion of a particular topic, followed by demonstration problems to illustrate specific accounting techniques. The readings and homework problems require a considerable amount of time. You should attend every class and keep up with the assignments. You may have difficulty if you do not spend 6-9 hours per week on this course outside of class.

This course is designed to help improve your critical and analytical thinking. Lectures provide you with knowledge about the fundamental theories and philosophy of managerial accounting, as well as specific skills and techniques that managerial accountants use to understand business processes and make strategic decisions.

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## **COURSE MATERIALS**

- Horngren's Financial & Managerial Accounting: The Managerial Chapters by Miller-Nobles, Mattison, and Matsumura, 6<sup>th</sup> edition, Pearson/Prentice-Hall
  - Paperback with eText and access card for My Accounting Lab  
ISBN-13: 978-0134674674      ISBN-10: 0134674677
  - Loose-leaf (buy access card for My Accounting Lab separately)  
ISBN13: 9780134491844      ISBN10: 013449184X
  - eText + access card for My Accounting Lab (buy directly from Pearson)
  - Pearson Access Code:
- Clicker or cell phone app registered with Turning Technologies
- Index cards (recommended)
- Canvas (canvas.rutgers.edu): Announcements, lecture notes, grades
- Registration instructions for the Pearson My Accounting Lab homework site and your Turning Technologies clicker or cell phone app are posted on Canvas.

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## LEARNING GOALS AND OBJECTIVES

This course is designed to help you to develop skills and knowledge in these areas:

- The relationship between financial and managerial accounting
- How to accumulate and interpret managerial accounting information
- How to use managerial accounting information to make business decisions
- Accounting as a dynamic, changing discipline, not an inflexible set of rules

After completing this course, you should be able to demonstrate the following:

- Describe the role of the accounting department in an organization
- Identify the key components of a managerial accounting information system
- Identify the links between financial accounting, managerial accounting, and cost accounting
- Demonstrate how accounting information is used for business decisions
- Explain the role of ethics in managerial accounting

You will develop these skills and knowledge through the following course activities and assignments:

- Participating in theoretical and computational “clicker” questions embedded in the lecture slides for each class
- Completing the theoretical and computational homework questions for each topic (Note: The computational questions are designed so that you can re-perform them with new numbers for additional practice)
- Forming study groups and/or scheduling tutoring time to prepare for exams.

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## PREREQUISITES

This course is open to undergraduate students with a 2.5 GPA or higher. Since this is an introductory course, there are no prerequisites.

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## ATTENDANCE AND PREPARATION POLICY

- You are expected to attend every class.
  - Plan to arrive on time for each class session. If you are going to be late to class, enter quietly without disturbing the on-going activities.
  - You should stay for the entire class period unless you have made prior arrangements with me.
  - Prepare for each class by reading the chapter before it is discussed in class and noting any questions that you want to ask in class. You should plan on at least two hours to read the material before each class and another four to six hours to do homework problems, to make index cards for each concept and computation that you want to remember, and to study after each class.
  - You should participate fully in each class session. Stay focused and involved by taking notes, asking questions, and responding to clicker questions.
  - Excessive absences will reduce your semester grade.
  - If you are absent, you are responsible for getting the notes you missed from another student. You can also make an appointment with our teaching assistant or go to the Tutoring Lab for extra help.
  - Absence due to religious observance, a Rutgers-approved activity, illness, or a family emergency will be excused if you provide me with supporting documentation.
  - In the unlikely event that I have to cancel class, you will receive notice through e-mail and Canvas as far in advance as possible.
  - For weather emergencies, consult the campus home page. If the campus is open, class will be held.
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## CLASSROOM CONDUCT

- Turn off your cell phone before you enter the classroom. Do not listen to music, surf the web, take a nap, or have side conversations during class.
- You must have a registered Turning Technologies “clicker” or cell phone app in order to earn points by participating in class clicker questions. If you forget your clicker, you cannot earn clicker points for that class. Operating a clicker for another student violates Rutgers academic integrity, and this will not be tolerated.

- Bringing your own text, notebooks, calculator, dictionary, etc. to class.
- Note: Cell phones may not be used as calculators on tests.

## EXAM DATES AND POLICIES

There are three multiple choice exams in this course:

- Exam 1: Chapters 16-18
- Exam 2: Chapters 19-21
- Comprehensive Final Exam: Chapters 22-25

During exams, the following rules apply:

- No books, notes, index cards, formula sheets, cell phones, or computers may be used during exams
- Basic calculators will be distributed for you to use during exams
- Alternate seating: Do not sit next to another students during an exam
- Your exam will not be accepted unless you sign the Rutgers Honor Pledge
- If you have a disability that affects testing procedures, provide an official letter from the Office of Disability Services at the start of the semester.
- No make-up exam will be given without a doctor's note.

## GRADING POLICY

- Each clicker question is worth two points for a correct answer, one point for an incorrect answer, and no points if no answer is given. At the end of the semester, your class participation grade is computed as follows:

Class Participation	Points	Class Participation	Points
≥ 80% of clicker points	5	35-49% of clicker points	2
65-79% of clicker points	4	20-34% of clicker points	1
50-64% of clicker points	3	≤ 20% of clicker points	0

- All homework must be completed on-line through Pearson My Accounting Lab. Homework helps you to practice concepts and techniques, so assignments are due by the date of the exam on that material. Late homework only earns half-credit.
- There is no “curve” on exam or homework grades.
- Exam grades will be posted on Canvas. You can review your exam by making an appointment with me or one of our Teaching Assistants.
- Grades are based on achievement, not “need”. Complaints will not improve your grade, and there is no “extra credit” for this course.
- Your grade will be reduced for excessive, unexcused absences.
- Course grades are determined as follows:

Class participation: Clicker points	5%	A	90-100%
Homework assignments	20%	B+	85-89%
Exam 1 (Chapters 16-18)	20%	B	80-84%

Exam 2 (Chapters 19-21)	25%
Exam 3 (Chapters 22-25)	<u>30%</u>
Total	100%

C+	75-79%
C	70-74%
D	60-69%
F	< 60%

- All exams will be kept on file for one year.

## ACADEMIC INTEGRITY

I do NOT tolerate cheating. Students are responsible for understanding the RU Academic Integrity Policy (<http://academicintegrity.rutgers.edu/>)

I will strongly enforce this Policy and pursue all violations. On all examinations and assignments, students must sign the RU Honor Pledge, “On my honor, I have neither received nor given any unauthorized assistance on this examination or assignment.” I will screen all written assignments through SafeAssign or Turnitin, plagiarism detection services that compare the work against a large database of past work. Don’t let cheating destroy your hard-earned opportunity to learn. See [business.rutgers.edu/ai](http://business.rutgers.edu/ai) for more details.

## COURSE SCHEDULE

DATE	TOPICS	HOMEWORK
<b>Class 1</b>	Course Overview	Chapter 16 HW is due by for full credit
<b>Class 2</b>	<b>Chapter 16:</b> Introduction to Managerial Acctg. <ul style="list-style-type: none"> <li>Financial v. managerial accounting</li> <li>Ethics in managerial accounting</li> <li>Types of firms</li> <li>Classifying costs</li> <li>Finding product cost</li> <li>Preparing financial statements</li> </ul>	
<b>Class 3</b>		
<b>Class 4</b>	<b>Chapter 17:</b> Job Order Costing <ul style="list-style-type: none"> <li>Job order v. process costing</li> <li>Flow of costs in a job order firm</li> <li>Allocating overhead</li> <li>End of period adjustment for overhead</li> <li>Completing and selling units</li> </ul>	Chapter 17 HW is due by for full credit
<b>Class 5</b>		
<b>Class 6</b>		

<b>Class 7</b> <b>Class 8</b> <b>Class 9</b>	<b>Chapter 18: Process Costing</b> <ul style="list-style-type: none"> <li>• Flow of costs in a process firm</li> <li>• Computing and using equivalent units</li> <li>• Preparing a production cost report</li> <li>• Using a production cost report to make decisions</li> </ul>	Chapter 18 HW is due by for full credit  <b>Study for EXAM 1</b>
<b>Class 10</b>	<b>EXAM 1 (Chapters 16-18)</b>	
<b>Class 11</b> <b>Class 12</b> <b>Class 13</b>	<b>Chapter 19: Cost Management Systems</b> <ul style="list-style-type: none"> <li>• Plant-wide v. departmental overhead allocation</li> <li>• Using activity-based costing (ABC)</li> <li>• Using just-in-time management (JIT)</li> <li>• Using total quality management (TQM)</li> </ul>	Chapter 19 HW is due by for full credit
<b>Class 14</b> <b>Class 15</b> <b>Class 16</b>	<b>Chapter 20: Cost-Volume-Profit Analysis</b> <ul style="list-style-type: none"> <li>• Types of cost behavior</li> <li>• Computing and using contribution margin</li> <li>• CVP for break-even or target profit</li> <li>• CVP sensitivity analysis</li> <li>• Using CVP to analyze margin of safety and sales mix</li> </ul>	Chapter 20 HW is due by for full credit

<b>DATE</b>	<b>TOPICS</b>	<b>HOMEWORK</b>
	<b>NO CLASS</b>	
<b>Class 17</b> <b>Class 18</b>	<b>Chapter 21: Variable Costing</b> <ul style="list-style-type: none"> <li>• Variable costing v. absorption costing</li> <li>• Computing income using absorption costing</li> <li>• Computing income using variable costing</li> <li>• Using variable costing for decision-making</li> </ul>	Chapter 21 HW is due by for full credit  <b>Study for EXAM 2</b>
<b>Class 19</b>	<b>EXAM 2 (Chapters 19-21)</b>	
<b>Class 20</b> <b>Class 21</b>	<b>Chapter 22: Master Budgets</b> <ul style="list-style-type: none"> <li>• Using budgets</li> <li>• Static budget v. flexible budget</li> <li>• Components of the master budget</li> <li>• Preparing operating budgets</li> <li>• Preparing financial budgets</li> <li>• Preparing <i>pro forma</i> financial statements</li> </ul>	Chapter 22 HW is due by for full credit

<b>Class 22</b> <b>Class 23</b> <b>Class 24</b>	<b>Chapter 23: Flexible Budgets &amp; Std. Costing</b> <ul style="list-style-type: none"> <li>• Static and flexible budget variances</li> <li>• Setting standards</li> <li>• Computing and analyzing DM variances</li> <li>• Computing and analyzing DL variances</li> <li>• Computing and analyzing VMOH variances</li> <li>• Computing and analyzing FMOH variances</li> <li>• Assessing responsibility for variances</li> </ul>	Chapter 23 HW is due by for full credit
<b>Class 25</b> <b>Class 26</b>	<b>Chapter 24: Responsibility Accounting and Performance Evaluation</b> <ul style="list-style-type: none"> <li>• Advantages disadvantages of decentralization</li> <li>• Performance evaluation</li> <li>• Balanced scorecard</li> <li>• Evaluating investment center performance</li> <li>• Using transfer pricing for performance</li> </ul>	Chapter 24 HW is due by for full credit
<b>Class 27</b> <b>Class 28</b>	<b>Chapter 25: Short-Term Business Decisions</b> <ul style="list-style-type: none"> <li>• Relevant information for strategic analysis</li> <li>• Special pricing decision</li> <li>• Keep or drop decision</li> <li>• Product mix and sales mix decisions</li> <li>• Make or buy decision</li> <li>• Sell or process further decision</li> </ul>	Chapter 25 HW is due by for full credit  <b>Study for FINAL EXAM</b>
	<b>COMPREHENSIVE FINAL EXAM</b> (Ch. 22-25 + relevant topics from Ch. 16-21)	

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## SUPPORT SERVICES

If you need accommodation for a *disability*, obtain a Letter of Accommodation from the Office of Disability Services. The Office of Disability Services at Rutgers, The State University of New Jersey, provides student-centered and student-inclusive programming in compliance with the Americans with Disabilities Act of 1990, the Americans with Disabilities Act Amendments of 2008, Section 504 of the Rehabilitation Act of 1973, Section 508 of the Rehabilitation Act of 1998, and the New Jersey Law Against Discrimination. More information can be found at [ods.rutgers.edu](http://ods.rutgers.edu).

[Rutgers University-New Brunswick ODS phone (848)445-6800 or email [dsoffice@echo.rutgers.edu](mailto:dsoffice@echo.rutgers.edu)]

[Rutgers University-Newark ODS phone (973)353-5375 or email [ods@newark.rutgers.edu](mailto:ods@newark.rutgers.edu)]

If you are *pregnant*, the Office of Title IX and ADA Compliance is available to assist with any concerns or potential accommodations related to pregnancy.

[Rutgers University-New Brunswick Title IX Coordinator phone (848)932-8200 or email [jackie.moran@rutgers.edu](mailto:jackie.moran@rutgers.edu)]

[Rutgers University-Newark Office of Title IX and ADA Compliance phone (973)353-1906 or email [TitleIX@newark.rutgers.edu](mailto:TitleIX@newark.rutgers.edu)]

If you seek **religious accommodations**, the Office of the Dean of Students is available to verify absences for religious observance, as needed.

[Rutgers University-New Brunswick Dean of Students phone (848)932-2300 or email [deanofstudents@echo.rutgers.edu](mailto:deanofstudents@echo.rutgers.edu)]

[Rutgers University-Newark Dean of Students phone (973)353-5063 or email [DeanofStudents@newark.rutgers.edu](mailto:DeanofStudents@newark.rutgers.edu)]

If you have experienced any form of **gender or sex-based discrimination or harassment**, including sexual assault, sexual harassment, relationship violence, or stalking, the Office for Violence Prevention and Victim Assistance provides help and support. More information can be found at <http://vpva.rutgers.edu>.

[Rutgers University-New Brunswick incident report link: <http://studentconduct.rutgers.edu/concern/>. You may contact the Office for Violence Prevention and Victim Assistance at (848)932-1181]

[Rutgers University-Newark incident report link: [https://cm.maxient.com/reportingform.php?RutgersUniv&layout\\_id=7](https://cm.maxient.com/reportingform.php?RutgersUniv&layout_id=7) . You may also contact the Office of Title IX and ADA Compliance at (973)353-1906 or email at [TitleIX@newark.rutgers.edu](mailto:TitleIX@newark.rutgers.edu). If you wish to speak with a staff member who is confidential and does **not** have a reporting responsibility, you may contact the Office for Violence Prevention and Victim Assistance at (973)353-1918 or email [run.vpva@rutgers.edu](mailto:run.vpva@rutgers.edu)]

If students who have experienced a temporary condition or injury that is adversely affecting their ability to fully participate, you should submit a request via <https://temporaryconditions.rutgers.edu> .

If you are a military **veteran** or are on active military duty, you can obtain support through the Office of Veteran and Military Programs and Services. <http://veterans.rutgers.edu/>

If you are in need of **mental health** services, please use our readily available services.

[Rutgers University-Newark Counseling Center: <http://counseling.newark.rutgers.edu/>]

[Rutgers Counseling and Psychological Services–New Brunswick: <http://rhscaps.rutgers.edu/>]

If you are in need of *physical health* services, please use our readily available services.

[Rutgers Health Services – Newark: <http://health.newark.rutgers.edu/>]

[Rutgers Health Services – New Brunswick: <http://health.rutgers.edu/>]

If you are in need of *legal* services, please use our readily available services: <http://rusls.rutgers.edu/>

Students experiencing difficulty in courses due to *English as a second language (ESL)* should contact the Program in American Language Studies for supports.

[Rutgers–Newark: [PALS@newark.rutgers.edu](mailto:PALS@newark.rutgers.edu)]

[Rutgers–New Brunswick: [eslpals@english.rutgers.edu](mailto:eslpals@english.rutgers.edu)]

If you are in need of additional *academic assistance*, please use our readily available services.

[Rutgers University-Newark Learning Center: <http://www.ncas.rutgers.edu/rlc>]

[Rutgers University-Newark Writing Center: <http://www.ncas.rutgers.edu/writingcenter>]

[Rutgers University-New Brunswick Learning Center: <https://rlc.rutgers.edu/>]

[Optional items that many faculty include:

- Students must sign, date, and return a statement declaring that they understand the RU Academic Integrity Policy.

- Students must sign, date, and return a statement declaring that they understand this syllabus.]